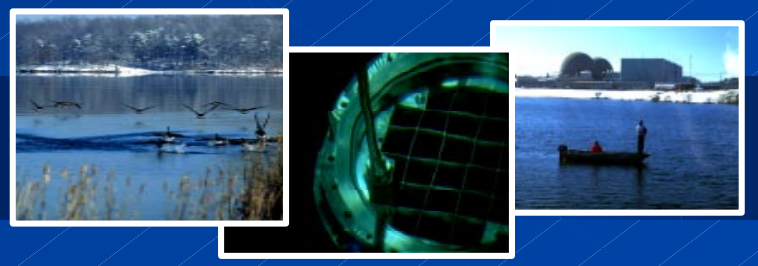
Dominion

DOE Executive Safety Conference

December 11, 2001



PP567.1

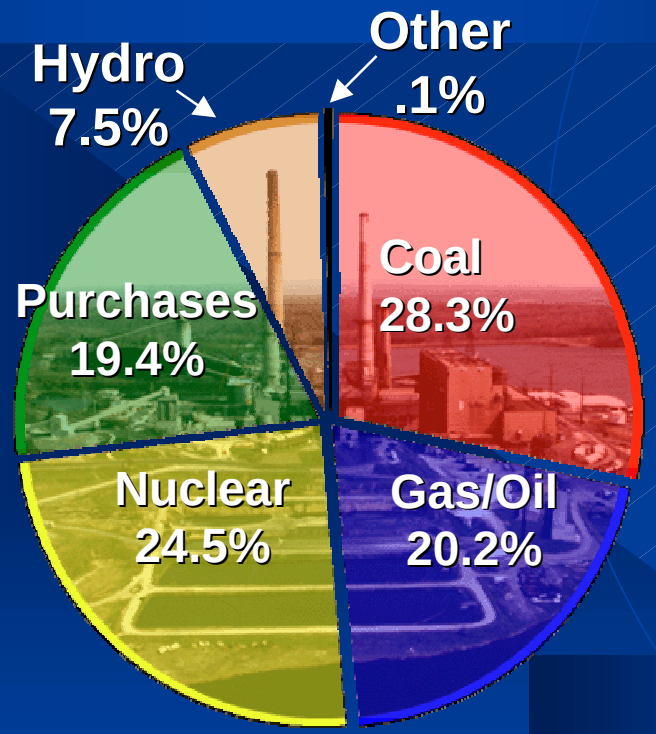
Dominion

Dominion Energy

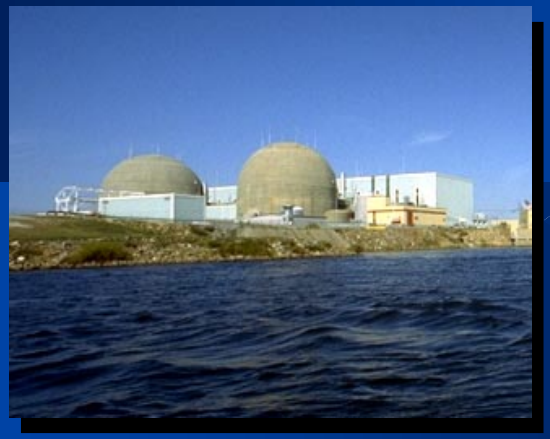
Dominion Exploration & Production

Dominion Delivery

Diversified Generation Portfolio

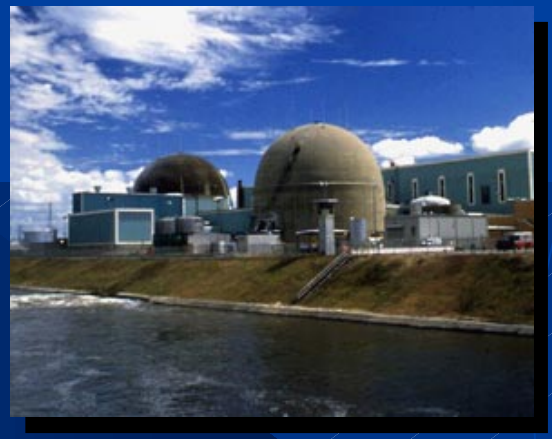


Dominion Nuclear Power Stations



North Anna Power Station

- Two Westinghouse PWR units
- 1,842 MWe (net) capacity total
  - Unit 1 - 925 MWe (net)
  - Unit 2 - 917 MWe (net)
- Unit 1 began operating in 1978
- Unit 2 began operating in 1980



Surry Power Station

- Two Westinghouse PWR units
- 1,625 MWe (net) capacity total
  - Unit 1 - 810 MWe (net)
  - Unit 2 - 815 MWe (net)
- Unit 1 began operating in 1972
- Unit 2 began operating in 1973

Millstone Power Station

- One Westinghouse PWR unit,
- One Combustion Engineering PWR unit
- 2,027 MWe (net) capacity total
  - Unit 2 - 873 MWe (net)
  - Unit 3 - 1,154 Mwe (net)
- Unit 2 began operating in 1975
- Unit 3 began operating in 1986

PP567.4

Nuclear Vision

- **We are a safe, competitive, world-class nuclear operator.**

Dominion

Principles of Professionalism

As members of Dominion's nuclear organization, we are proud of our role in providing safe, efficient energy for the physical and economic well-being of the people we serve.

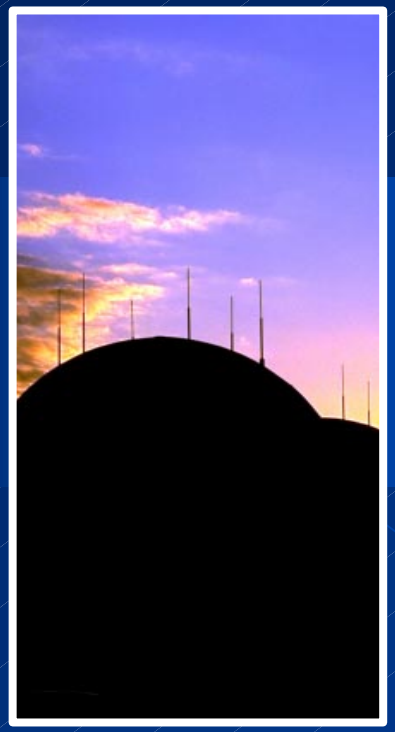
We are continually aware of the trust placed in us by the public and our co-workers. We accept the legitimate expectation that we conduct ourselves in accordance with the highest degree of professionalism. In recognition of this responsibility, we, the members of Dominion's nuclear organization:

- Place the highest priority on public and personnel safety.
- Maintain individual honesty, integrity, and high ethical principles.
- Inspire a sense of respect and trust from others by conducting ourselves in a manner which exhibits pride in our work.
- Pursue excellence by performing to the best of our abilities and using resources in the most efficient manner.
- Recognize that safety and quality result from a mutual awareness and concern.
- Continue to improve skills, knowledge, and the quality of our performance.
- Accept responsibility for our performance and the results of our actions.
- Treat others with dignity and respect, extending courtesy to all with whom we associate.
- Recognize that our abilities can be enhanced through the contribution of others and our willingness to respect their expertise.
- Encourage a spirit of teamwork through communication, cooperation, and sharing common goals to promote a productive work environment.
- Recognize that innovation depends on being receptive to new ideas and concepts.

Dominion

Nuclear Safety Policy

- Key Principles:
  - Profound respect for reactor core safety
  - Proactively prevent events
- Implementation
  - Conservative decision making
  - Questioning attitude



Dominion

Dominion Energy
Internal Programs and Processes

PP567.8

Key Elements for Improvement

- Problem Identification and Reporting
- Operating Experience
- Planning
- Performance Monitoring
- Management Accountability
- Self Assessment

Problem Identification and Reporting

- Low threshold
- 3,000 - 5,000 per station per year
- Prioritized by significance
- Detailed Root Cause Evaluation for most significant

Operating Experience

- Internal
- External
- Use it or become it

Planning

- All activities have to be part of the plan
- Risk insights included in work planning
- Optimize resources

Performance Monitoring

- Measure what's important
- Snapshot of overall performance
- Windows

Third Quarter 2001

Equipment Performance

Generation	Reactor Trips	RCS Integrity	Fuel Reliability	Chemistry Performance	Maintenance Rule Equipment

Departmental Performance

Operations	Maintenance	Engineering	Radiological Protection	Nuclear Site Services	Planning
Emergency Preparedness	Training	Supply Chain Management	Security	Station Safety, Licensing & Procedures	Information Technology

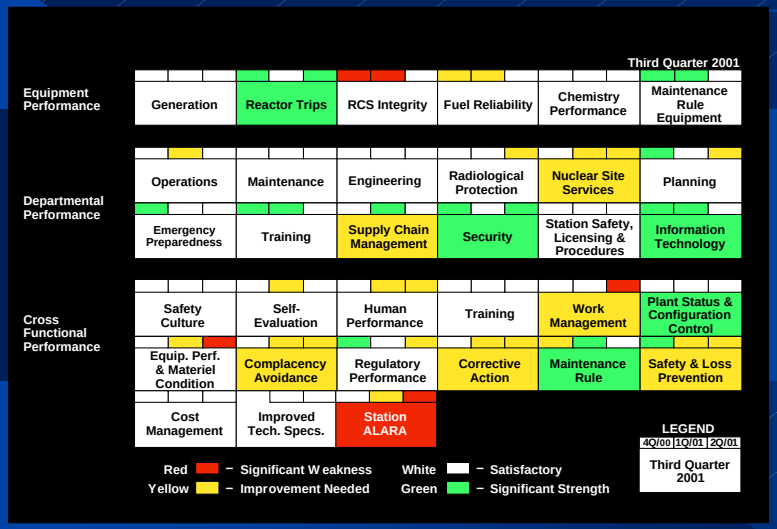
Cross Functional Performance

Safety Culture	Self-Evaluation	Human Performance	Training	Work Management	Plant Status & Configuration Control
Equip. Perf. & Materiel Condition	Complacency Avoidance	Regulatory Performance	Corrective Action	Maintenance Rule	Safety & Loss Prevention
Cost Management	Improved Tech. Specs.	Station ALARA			

Red - Significant Weakness
Yellow - Improvement Needed
White - Satisfactory
Green - Significant Strength

LEGEND

4Q/00	1Q/01	2Q/01
Third Quarter 2001		


Third Quarter 2001
Equipment Performance
Generation
Reactor Trips
RCS Integrity
Fuel Reliability
Chemistry Performance
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Departmental Performance
Operations
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Engineering
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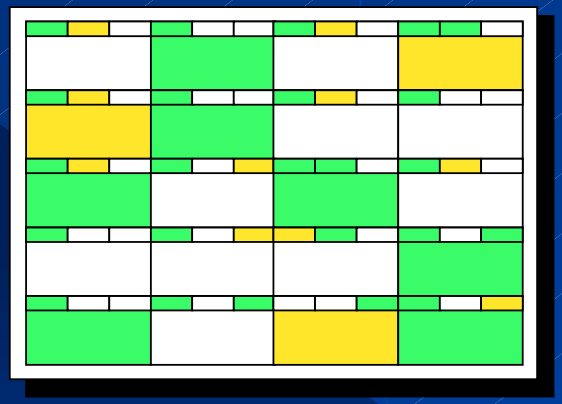



Work Observation
Safety Walkdowns
Accident Reports

PP567.15

Accountability

- Level I program
- Individual accountability
- Safety is a line management responsibility

Self Assessment

- Formal self assessments by line management
- Benchmarking
- Oversight
  - Audits
  - Monitoring

Effective Use of External Organizations

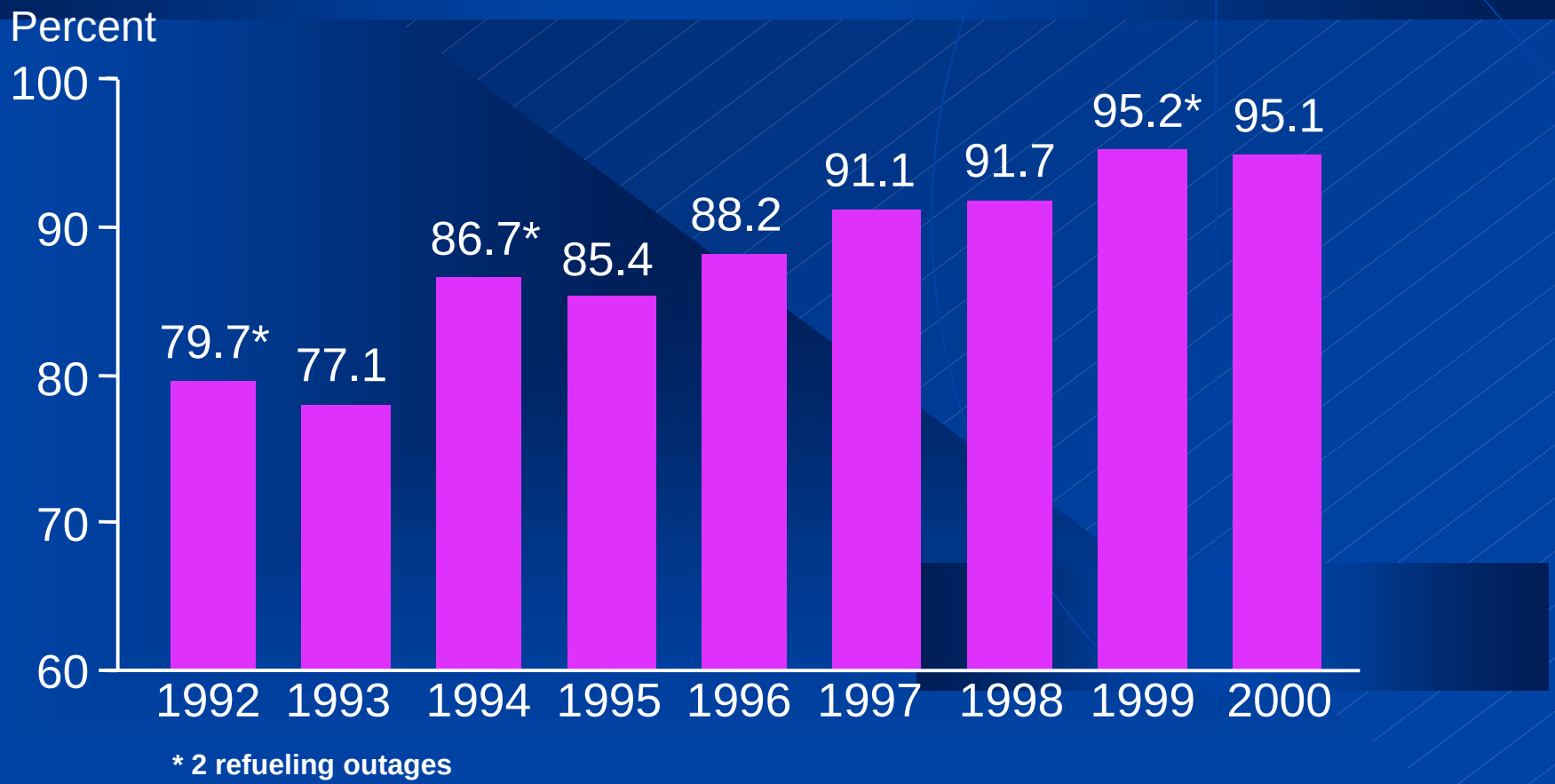
- Nuclear Regulatory Commission
  - Focus on regulatory compliance
  - Formal inspection reports
  - Informal feedback
- Institute of Nuclear Power Operations
  - Focus on excellence
  - Evaluations and assist visits
  - Training & Accreditation

The Leadership Challenge

- Communication
- Visibility and Accessibility
- Continuous Improvement

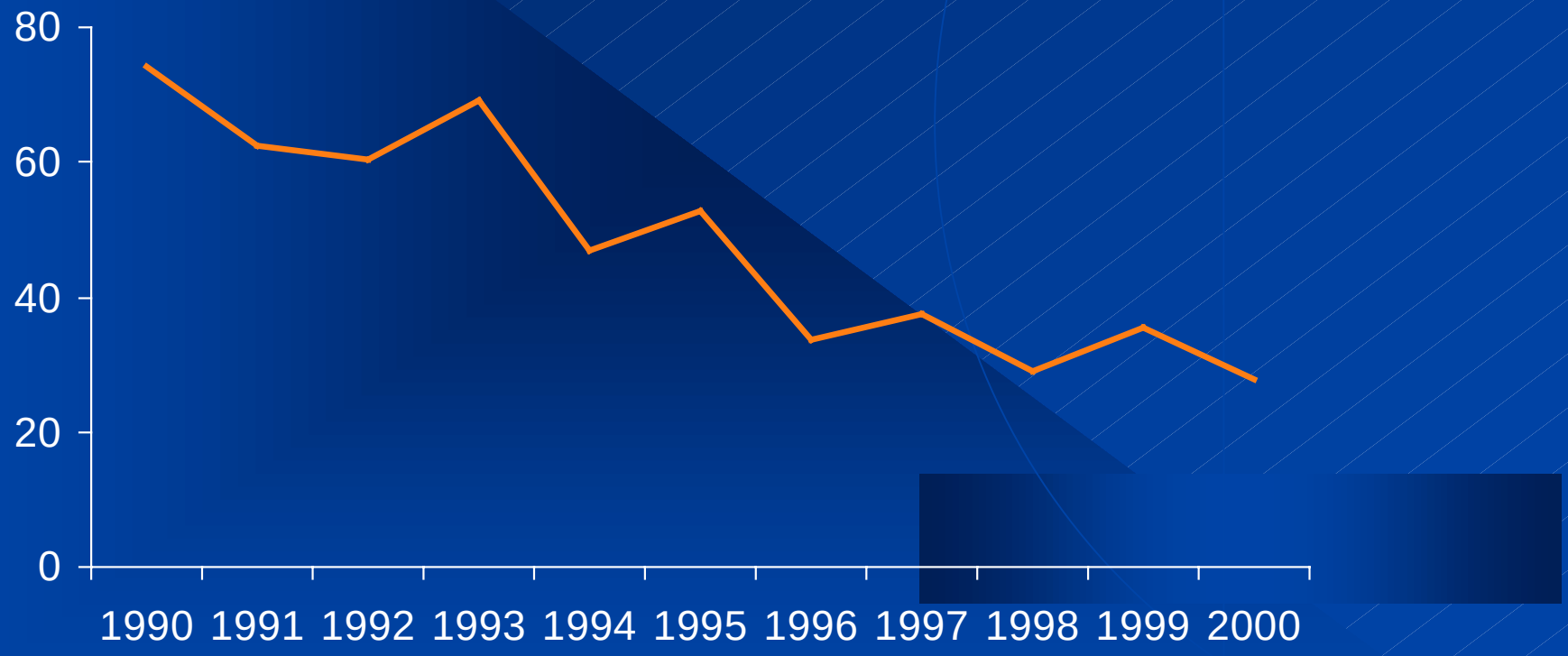
Safety and Performance Go Together

Nuclear Capacity Factors

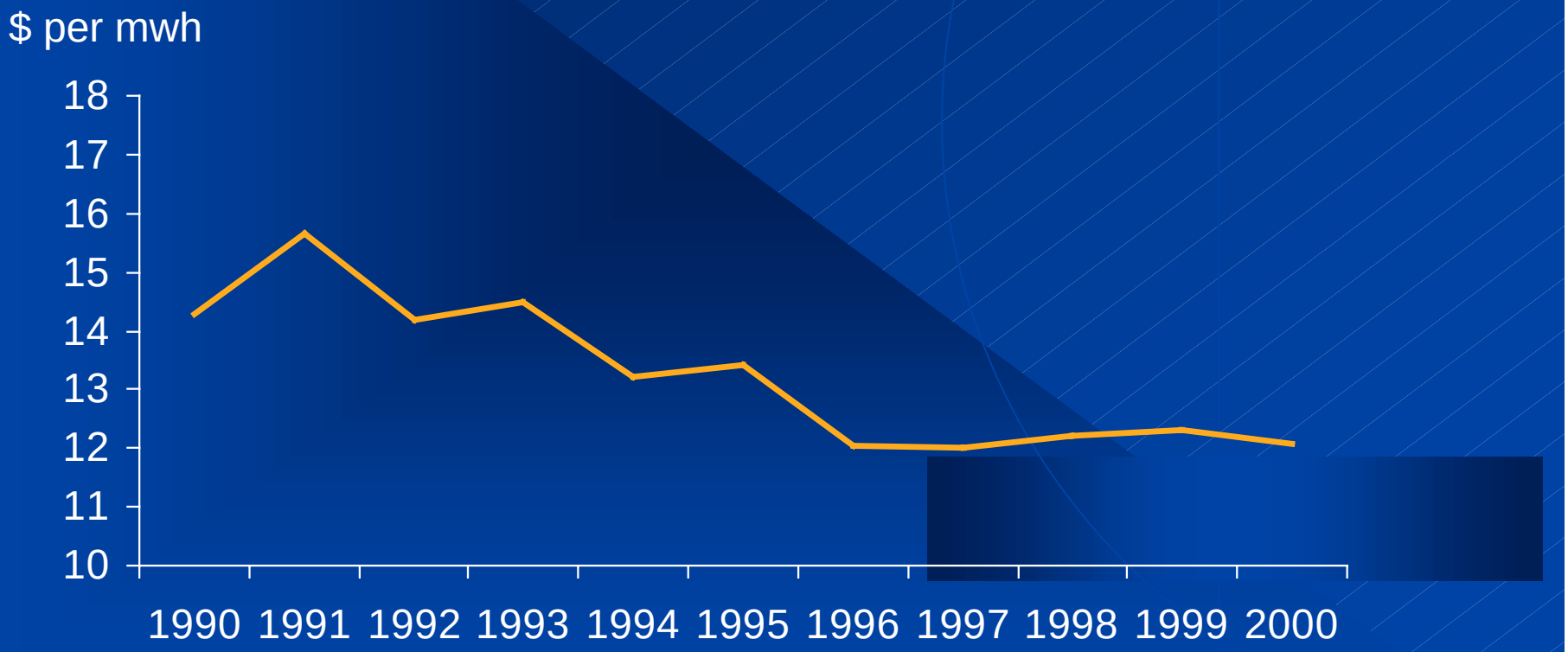


*** 2 refueling outages**

Dominion Nuclear Refueling Outages

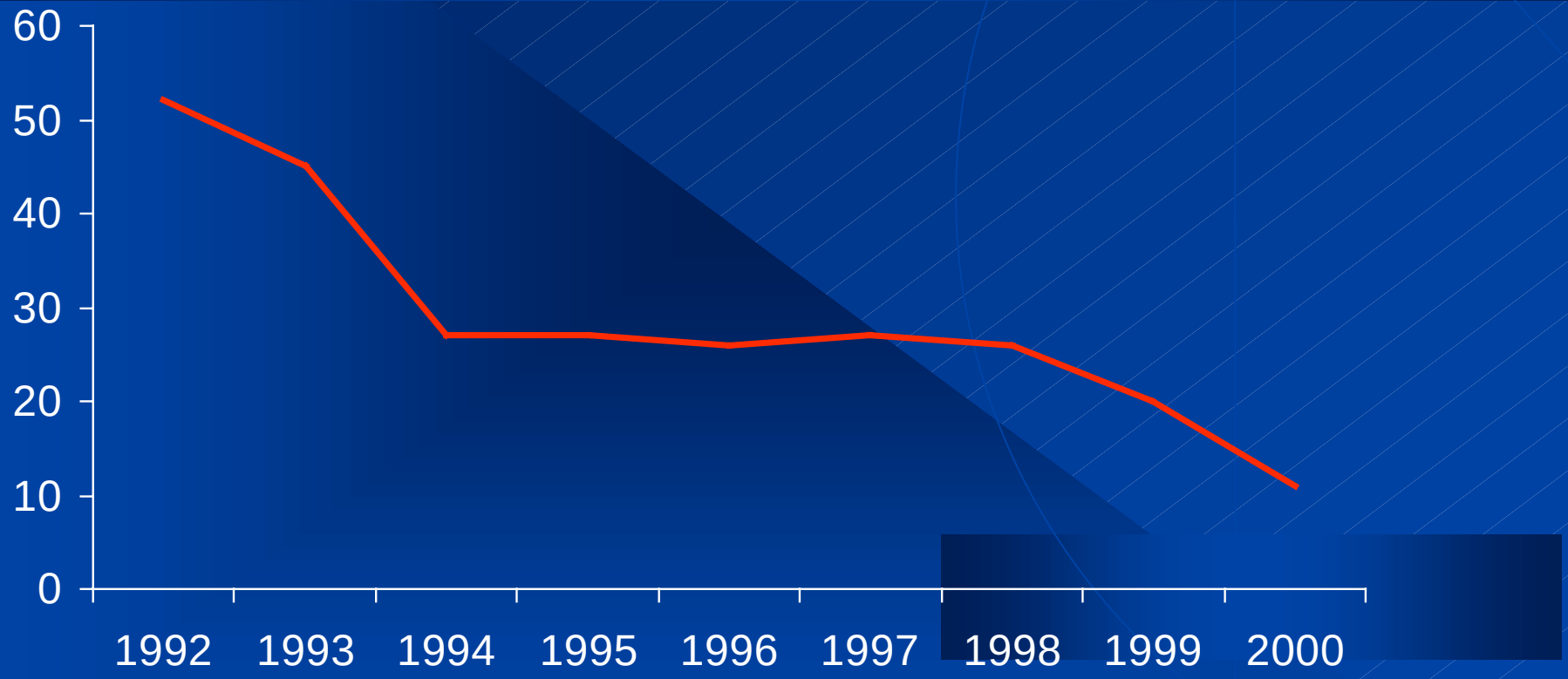


North Anna, Surry Average Production Costs



PP567.23

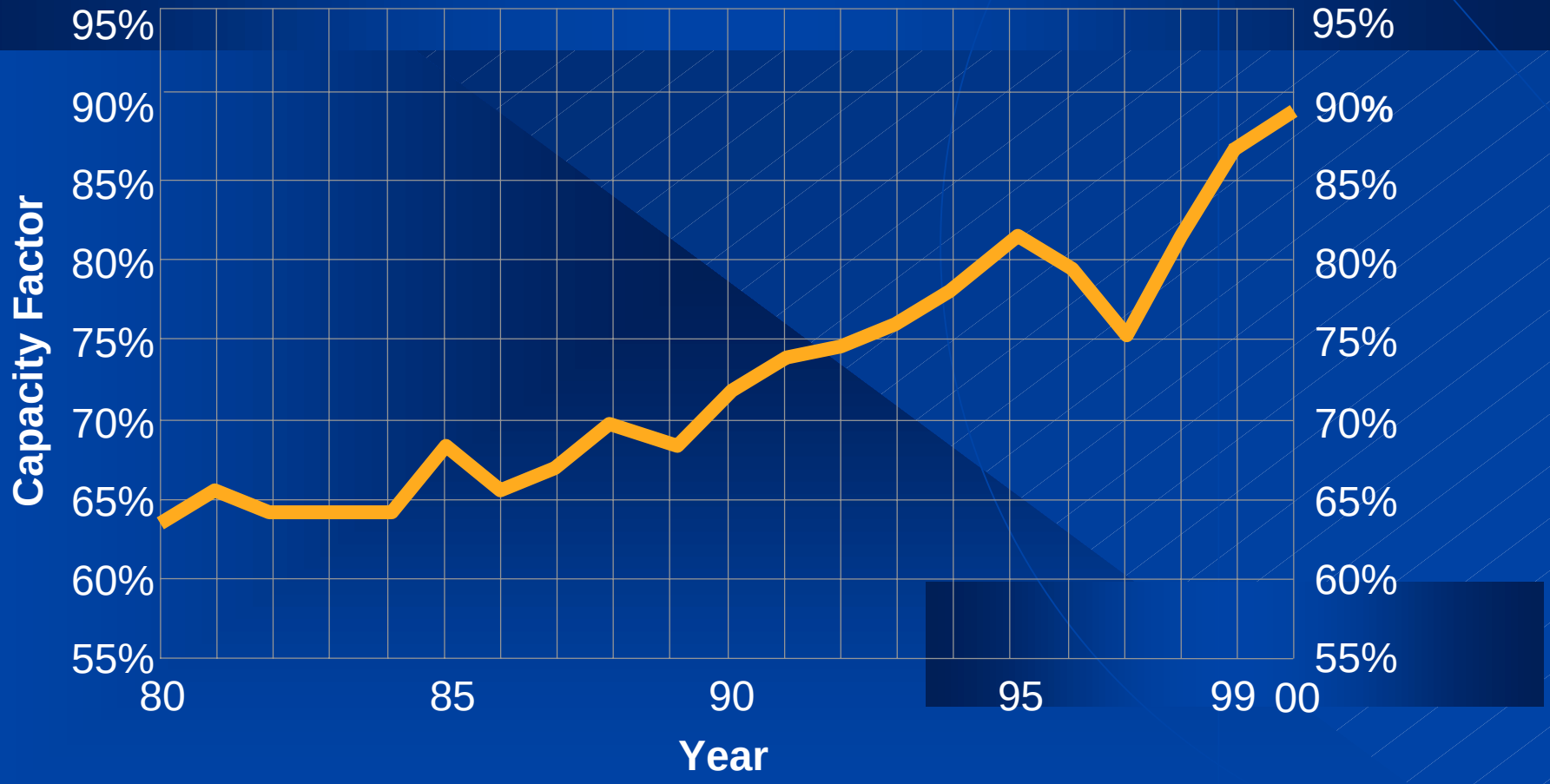
Licensee Event Reports



LERs are formal notifications submitted to the NRC referencing events occurring at North Anna and Surry as described in CFR50.73.

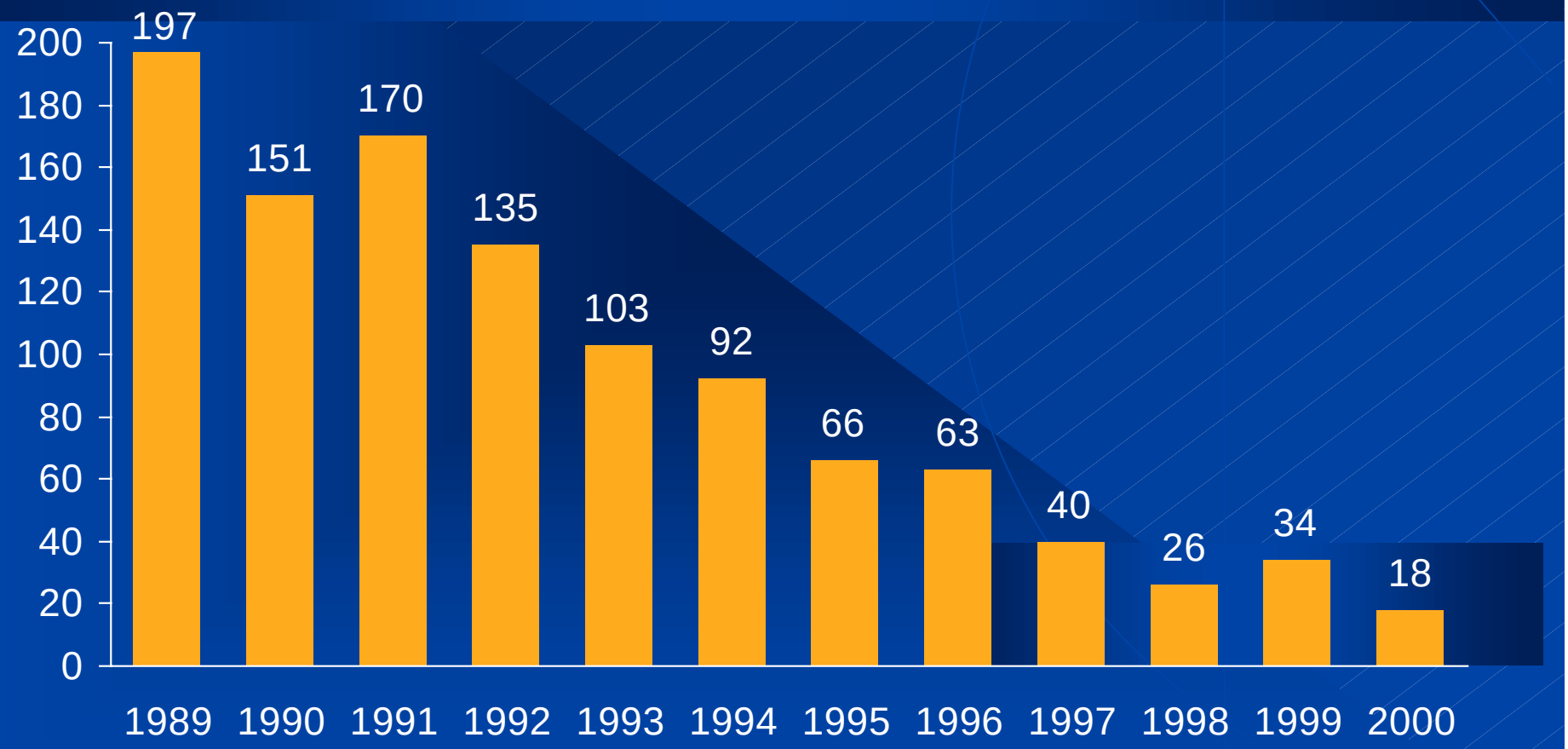
Industry Improvements

Industry Capacity Factor Reaches All-Time High



Steady Improvement in Safety

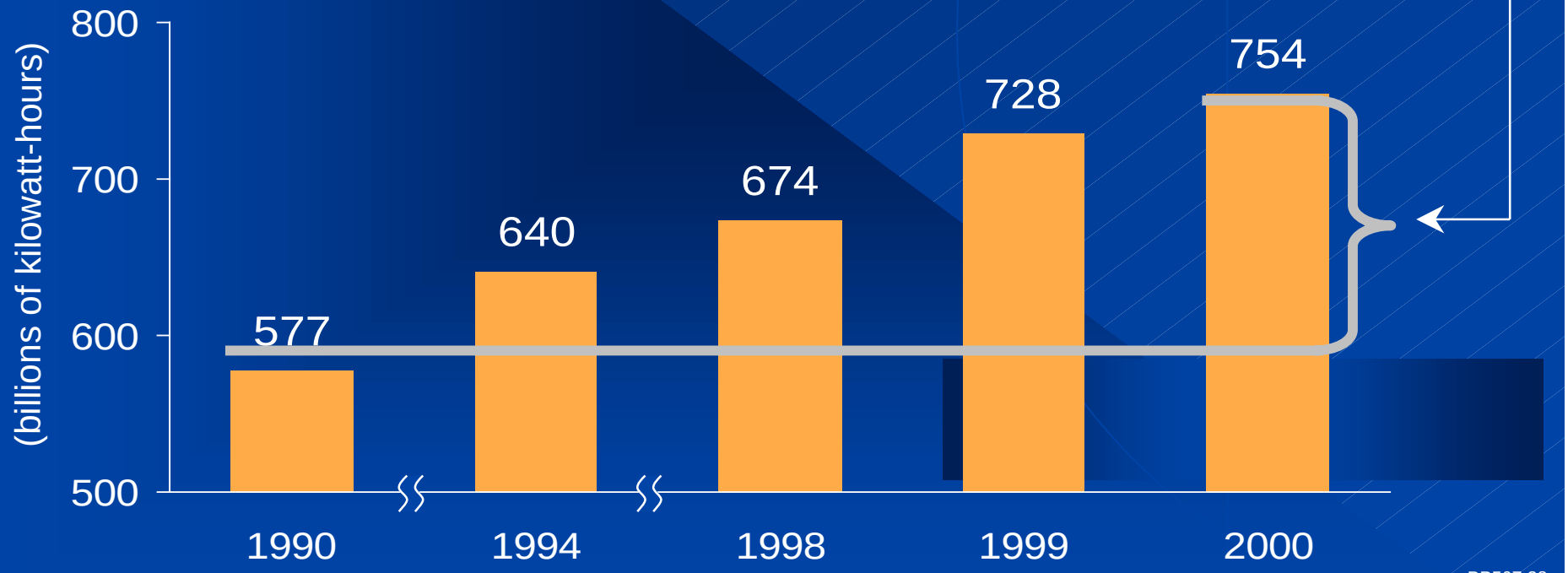
(Number of Unusual Events Reported to NRC)



PP567.27

Nuclear Plant Output: Growth During the 1990s

- Equivalent to 23 1,000-megawatt power plants
- Satisfied approximately 30% of growth in U.S. electricity demand



PP567.28

Nuclear Vision

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Dominion